

META-COGNITIVE EXPERIENTIAL LEARNING AS AN EFFECTIVE IMPLEMENTATION OF CULTURE MANAGEMENT STRATEGY FOR ENHANCEMENT OF EMPLOYEES' PERFORMANCE

T. Soemarman, Noviaty Kresna Darmasetiawan, J.L. Eko Nugroho

Universitas Surabaya, Indonesia

soemarman@staff.ubaya.ac.id, Novy@staff.ubaya.ac.id, jekonugroho@staff.ubaya.ac.id

Abstract

This conceptual review evaluates the design of a case study which might apply in exploring major effects of “meta-cognitive experiential learning strategy” on enhancement of employees' performance (MCEL-SI, Strategic Implementation). This review recognize that the exploration will be effective when the study uses participative methods of action research in a Comprehensive-Integrated Case Study (CICS) as meta-cognitive experiential learning strategy. Therefore, it is reasonable that the study involves participants in CICS' projects in the context of organizational learning that support implementation of culture management strategy for betterment of Strategic Human Resource Management. The CICS may apply triangulation method to collect and analyze data-findings, and examine best solutions, using the conceptual framework of Flavell to answer research problems as follow:

1. What kind of learning self-identify as **person variables** in the practices of MCEL-SI which may give positive effects on employees' performance enhancements?
2. What are improvements of abilities/competences and soft-skills necessary to renew job design/placement in supporting the employees' performance enhancements through MCEL-SI practices, as **tasks variables**,
3. What kind of work-based models being originated from MCEL-SI as **strategy variables** which are feasible to use in the validation of achievement standards on employees' performance enhancements.

This review presumes those findings, as resulted from the exploration of CICS, can be used as start-up foundation for multiyear's agenda of longitudinal research after considering its significance for implementation of culture management strategy within the framework of Strategic Human Resource Management.

Keywords: Metacognitive experiential learning, Culture Management Strategy, Life Style Inventory, Employees' performance enhancement